



DEPARTMENT OF THE ARMY
HEADQUARTERS, UNITED STATES ARMY, EUROPE, AND SEVENTH ARMY
HEADQUARTERS ALLIED LAND COMPONENT COMMAND HEIDELBERG
UNIT 29351
APO AE 09014-9351



AEAGC-TD-OPD

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MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: USAREUR Command Training Guidance, FY 05-07

1. References.

- a. USEUCOM Training Guidance for FY 05 through FY 11, 18 November 2004.
- b. AE Regulation 350-1, Training in the Army in Europe, 19 May 2005.
- c. USAREUR Command Training Guidance 04-06, 7 June 2004.
- d. Commander's Intent, 9 September 2005.

2. Precedence. This memorandum supersedes memorandum, HQ USAREUR/7A, AEAGC-TD-OPD, 7 June 2004, subject: USAREUR Command Training Guidance, FY 04-06.

3. Purpose. Based on AE Regulation 350-1, the Global War on Terrorism (GWOT), and recent developments in Global Rebasing, I have developed a more concise FY 05-07 Command Training Guidance (CTG) to reinforce those areas I want commanders to specifically focus on in the execution of their training. This training guidance, when coupled with my newly published Commander's Intent and AE Regulation 350-1, forms our overarching training strategy within USAREUR.

4. Commander, United States European Command (USEUCOM), Training Guidance.

a. Mission: To maintain ready forces to conduct the full spectrum of military operations unilaterally or in concert with coalition partners; to enhance transatlantic security through support of NATO; to promote regional stability; and to advance U.S. interests in Europe, Africa, and the Middle East. Our Joint Training Program prepares commanders, staffs, and forces at all levels, individually and collectively, to perform this mission.

b. Intent:

(1) Purpose: To effectively support national defense requirements, USEUCOM must be able to maintain ready forces to conduct the full spectrum of military operations unilaterally or in concert with coalition partners; to enhance transatlantic security through support of NATO; to promote regional stability; and to advance U.S. interests in Europe, Africa, and the Middle East.

(2) Method: The USEUCOM Training Guidance is to train HQ USEUCOM, Joint Functional Components, Joint Task Force Commanders, staffs, and forces to perform Joint Mission Essential Tasks derived from USEUCOM and Component operational, functional, and concept plans.

(3) Endstate: The USEUCOM joint training program mission focus includes the USEUCOM War on Terrorism Campaign Plan, Counter Proliferation, Consequence Management, Non-combatant Evacuation Operations, and Foreign Humanitarian Assistance.

5. United States Army Europe Vision Statement.

Freedom's Expeditionary Force!

- Transformed and Ready
- Projecting PREMIER full-spectrum forces
- Lean and agile; strategically postured
- Guarantors of security, access, and stability

An Army Forward ►► Any Mission, Anywhere!

6. USAREUR Mission. As a forward-based land component, USAREUR demonstrates national resolve and strategic leadership by ensuring stability and security, and leading joint and combined forces in support of the combatant commander.

7. Mission-Essential Task List (METL).

- a. Train tailored forces and headquarters for joint and combined operations.
- b. Rapidly project expeditionary forces prepared for joint and combined operations.
- c. Ensure force well-being.
- d. Operate theater sustainment and execute expeditionary logistics in support of Army, joint, and combined forces.
- e. Ensure regional security, access, and stability through presence and security cooperation.
- f. Provide C2 capabilities at echelon to enable joint and combined operations.

8. Training Priorities.

a. Mission Set Training. The number one training priority in USAREUR is training and preparing designated USAREUR units for operational missions in support of the GWOT. We will leverage the full capabilities and competencies of USAREUR to provide resources for this effort. Mission set training will base individual Soldier and unit training requirements and standards on Army, United States Central Command (USCENTCOM), and USAREUR published deployment-readiness criteria. Again, GWOT mission readiness is our first training priority.

b. Capabilities-Based Training. The second training priority in USAREUR is conducting capabilities-based training for forces not committed to the GWOT. These forces may be apportioned to known operation plans (OPLANS) in other combatant command areas of operation and will focus their training on stated unit modified table of organization and equipment (MTOE) capabilities, concentrating on mid- to high-intensity conflict, and selected low-intensity conflict tasks.

9. Training Guidance. USAREUR continues to simultaneously support the GWOT, while setting the conditions for Global Rebasing. USAREUR has a significant role in the Army's transformation plan and is realigning its forces and footprint in Europe by fully transforming the entirety of the current force. We will configure into a smaller, yet more lethal and agile joint-capable Unit of Employment (UEy) with supporting Theater Enabling Commands (TECs) and a set of modular Unit of Action (UA) formations strategically positioned across four principal main operating bases. We will ensure that our units have ready access to modern training facilities, power-projection platforms, sustainment infrastructure, and modern, state-of-the-art well-being facilities and services for Soldiers and their families.

a. AE Regulation 350-1. Our training is governed by AE Regulation 350-1. It is specifically designed to empower commanders to execute training events as tactical, battle-focused operations to reinforce battle command procedures and Soldier and unit actions required for success on the GWOT battlefield. It includes the requirements to train and operate as a joint force at the appropriate echelon. While we will maintain competency to fight as an Army formation, we will set a joint course to operate under a Joint Task Force (JTF) fighting for a Unified Combatant Commander. AE Regulation 350-1 must be used in conjunction with applicable OPLANS, Annex T tasks, METL assessments, and other requirements leveraged on the unit to determine the unit's training strategy. There are more training tasks than time available; therefore, Commanders must assess their units' competencies and needs and prioritize their training programs to concentrate on the more critical tasks.

b. Command and Control. As we continue to support the GWOT, transform, rebase, and gain additional capabilities, we must ensure we have clear command relationships for training across the AOR. C2 relationships are outlined in OPORD 0001-05 (GWOT DR4 order) and subsequent FRAGOs. Some commanders will be challenged with training units that are not historically part of their organization. With the deployment of V Corps, many units from company to division will fall under a new chain of command. It is the responsibility of the gaining unit to train those new units now under its command. Key to getting transitioned units trained is the communication between the gaining unit and the transitioned unit to understand the current training status and future training requirements of the transitioned unit.

c. Global War on Terrorism. A GWOT Annex T with theater-specific training requirements and a training support plan has been developed for the GWOT OPLAN. In this document you will find theater-specific (OIF and OEF) individual, leader, and collective training requirements and certifications that must be accomplished before deployment. Training support centers have GWOT-specific training aides, devices, simulators, and simulations (TADSS) to support your training. The Combat Maneuver Training Center will provide training support through certification exercises to deploying units. Any conflicts between training tasks in the USAREUR GWOT Order Annex T and USCENTCOM will be resolved in favor of USCENTCOM.

d. Individual and Crew-Served Weapons Qualification. I do not want commanders to be confined by STRAC. I want commanders to use a deliberate training management process to define their training requirements based on their expected mission set. Understand, AE Regulation 350-1 describes a more comprehensive marksmanship training program. Therefore, I need ammunition managers at all levels to help their commanders define requirements and then find ways to support them.

e. Warrior Tasks and Drills. Every Soldier on the battlefield must be proficient at a core set of tasks in order to ensure battlefield success. Starting with initial military training and running the course of a career, proficiency in the Warrior Tasks and Drills is the constant baseline for all Soldiers. This reinforces the notion, first and foremost, that every Soldier is a warrior. Place appropriate command emphasis in achieving and sustaining competence to standard in this skill set. It is clearly evident that Soldiers give us their all, day in and day out, and they deserve the very best training and leadership we can deliver. We only need to look at the past 2-plus years of continuous GWOT combat operations to remind ourselves of the importance of having our leaders and Soldiers instilled with the Warrior Ethos and trained in their Warrior Tasks. Enclosure 4 to this guidance provides the link to access the Warrior Tasks and Drills.

f. Battalion External Evaluations (EXEVALs). The goal is for all USAREUR battalions to conduct an EXEVAL each year. If a unit has been deployed for a year, their general officer level headquarters will adjust this as necessary during the first year after the unit's return. EXEVALs will be conducted in a field live or constructive environment with properly trained O/Cs and evaluators providing training feedback. Maneuver training rotations and leadership-training program exercises meet this annual requirement. TEC units are encouraged to conduct battalion-level EXEVALs each year. Attack helicopter battalions are also required to receive an annual EXEVAL by taking part in CTC rotations or in a CTC-related, deep-attack operation exercise.

g. Immediate Ready Force (IRF). While the requirement to maintain an Immediate Ready Force remains, for the near- to mid-term we will accept risk in this area, given that our combat units are either deployed or deploying soon. We will maintain the full equipment set to support rapid deployment of an IRF, as outlined in AE Regulation 525-1-1. However, we will not have a designated standing IRF force. Instead, USAREUR will identify the most ready force available to meet any situation that may arise in the USEUCOM AOR. This requires that all units maintain their basic METL proficiency and be able to task organize to meet mission requirements. Additionally, USAREUR will exercise the IRF yearly through a deliberate EDRE, normally associated with the Immediate Response exercise series. For this, a unit (possibly from CONUS) will be designated several months out in order to allow a deliberate approach to the preparation for deployment.

h. Airborne Proponent. The CG, United States Army Southern Europe Task Force (USASETAF), is the primary proponent for airborne standing operating procedures (SOPs) governing conventional fixed and conventional rotary-wing airborne training, issues, and initiatives related to static line airborne training for USAREUR units and personnel temporarily or permanently on airborne status. The CG, USASETAF, will coordinate with USAREUR commanders for actions taken with their units relating to airborne training and operations. Direct coordination is authorized for commanders of airborne units operating in the USAREUR AOR with the CG, USASOC, for specific administrative requirements/training concerning special, non-standard fixed, and non-standard rotary-wing airborne operations and waterborne operations. In addition to AR 350-1, FM 90-26 governs airborne operations (<https://atiam.train.army.mil/soldierPortal/atia/adlsc/view/public/7684-1/fm/90-26/toc.htm>).

i. Component Exercises and Joint Training. USAREUR is committed to ensuring Warfighters are trained and ready to conduct their wartime mission. Therefore, 1st Armored Division will execute a BCTP-supported WFX. The exercise will follow a scenario supporting its wartrace Korea reinforcement mission, and will expand on RSOI lessons learned from earlier exercises. USASETAF will execute a recertification Joint Task Force HQs exercise geared towards its region of interest with the potential to explore opportunities to assess its ties to the new USEUCOM European Plans and Operations Center. We will continue to exploit every opportunity to challenge, train, and assess the future force. I will continue to assess each exercise

for its executability, after we have a clearer understanding of the ability of USAREUR and V Corps to execute the event after V Corps' completion of a complex year in combat. We have prioritized our major training exercises ensuring we focus on those that provide vital readiness/security cooperation benefit or support the GWOT. The specifics of the joint training and component exercise program will be published at a later date by USAREUR G3 Exercise Division.

(1) 1st Armored Division WFX. 1st Armored Division will execute its WFX in 2d or 3d quarter (TBD) FY 06. USAREUR staff, in coordination with V Corps Exercise Division and BCTP, will plan, coordinate, and execute this exercise, which will be based on a Korean Scenario. USAREUR MSCs and V Corps stay behind forces (those not deployed to Iraq or Afghanistan) will also be required to support the WFX. USAREUR Corps and Divisions represent the primary source of the theater's security cooperation forces, as well as the bulk of forces available for GWOT rotations to Iraq and Afghanistan. Therefore, we must ensure that the 1AD WFX provides training across the full spectrum of combat operations, preparing the Division's Soldiers, both organizationally and as individuals, to prevail in combat.

(2) Reserve Component Balkans Mission Rehearsal Exercise. CONUS-based National Guard and Reserve units will execute their mission-rehearsal exercise (MRE) in the 1st quarter FY 06 (Nov 29 - 18 Dec 05) and 1st quarter (TBD) FY 07. USAREUR staff in coordination with FORSCOM, 1st and 5th Army, and our JMTC, will plan, coordinate, and execute these exercises. The MRE itself consists of 23 continuous days. This includes theater specific training for senior and junior leaders, specialized training and validation for aviation operations, detention operations, interrogation training, postal training, and intelligence processing and evaluation training. The MRE trains and validates the unit utilizing a command post exercise (CPX) for the battalions and the brigade followed by platoon and company situational training exercises (STXs). The MRE concludes with an all-inclusive 8-day fully instrumented and evaluated training validation exercise before onward movement. The MRE is the final exercise that will validate the unit before deploying to the Balkans. The JMTC Commander is both the exercise director and provides the final recommendation for validation by the USAREUR Commander as the U.S.C. Title 10 authority. This validation is all inclusive and includes the training validation from the individual Soldier through the Brigade HQs operating in a Joint and Combined Environment. Additionally, USAREUR, utilizing JMTC, can provide mobile training teams (MTTs) in CONUS to the Balkan Mission forces before those forces deploy for their MRE.

(3) SHARP FOCUS 07 (USASETAF). This is a USEUCOM directed, United States Joint Forces Command (USJFCOM) supported exercise. USJFCOM and USAREUR will conduct the exercise. This certification exercise is conducted during the second quarter of FY 07 to certify USASETAF as a JTF/CTF HQ. The USAREUR staff will plan, coordinate, and execute this exercise in concert with the Joint Warfighting Center (JWFC). Other USAREUR MSCs will be required to support this exercise.

(4) Joint Deployment Interoperability Readiness Training (JDIRT). We continue to mature our program of training our coalition partners in GWOT in deployment using U.S. transportation assets. This training enhances interoperability and self sustainment and capability of our coalition partners. Poland and Romania have been successfully trained and are currently in a sustainment cycle. Bulgaria, Lithuania, Latvia, and Estonia are slated for near term training with other partners entering negotiations for mid FY 06 and beyond.

j. Combined Training.

(1) NATO Combined Training Programs. Our leadership role in multinational relationships in NATO is of central importance. The NATO-adopted Defense Capabilities Initiative (DCI) identifies five general program areas to improve alliance capabilities: Effective Engagement (the ability to engage an adversary successfully in all types of operations, from high to low intensity), Interoperable Communications, Mobility and Deployability, Survivability (the ability to protect forces against current and future threats), and Sustainability. The DCI priorities give us the opportunity to synchronize our training with the needs of our allies. Within capabilities, we must continue to emphasize this unique aspect of USAREUR training.

(2) NATO Readiness Exercises. Crisis management and conflict resolution will continue to be USAREUR's focus in working with Supreme Headquarters Allied Powers Europe (SHAPE) and USEUCOM. Exercises scenarios will challenge participants in real world (non-Article V) possibilities using simulations and mock ups to enhance training. USAREUR's overall goal is to improve our interoperability, flexibility, and mobility with multinational formations. Rapid Guardian 06 is a USAREUR initiated USEUCOM/JFC HQ Naples supported contingency rehearsal to Bosnia in May-August 2006. USAREUR forces, which will consist of a Company (minus) under 18th Military Police Brigade as the C2 planning headquarters, will deploy to FOS Eagle and conduct a short duration (7-10 day) rehearsal executing peace support operational tasks. The purpose of the rehearsal is to demonstrate U.S. resolve to reinforce NATO/EUFOR and to validate the warm basing of FOS Eagle.

(3) Partnership for Peace Exercises (PfP). PfP exercises develop partner nation capabilities to participate in U.S. or NATO-led operations. These exercises are scheduled by NATO and USEUCOM and are conducted by NATO Land Component Command Headquarters, Heidelberg and USAREUR. USAREUR will emphasize that PfP exercises support GWOT, are multinational in nature and leverage reserve component forces.

(4) In Support Of (ISO) PfP Exercises. ISO PfP exercises differ from NATO PfP exercises in that they are scheduled by USEUCOM and are conducted by its Service Components. USAREUR uses these exercises to enhance partner nations' abilities to operate with NATO, the U.S. Army, and other partner nations. The goal of ISO PfP exercises is to enhance coalition interoperability and provide readiness training to USAREUR units.

USAREUR's priority ISO Pfp exercise for FY 06 and FY 07 is Exercise RAPID TRIDENT, conducted in Kiev, Ukraine. The exercise series concept involves a multinational brigade CPX/CAX focused on training partner nations to potentially participate in U.S. and NATO led operations. Approximately 20 NATO and Partner nations participate with the primary training focus being the Ukrainian 95th Airborne Brigade and the California Army National Guard's 40th Infantry Division.

(5) Medical Outreach Exercises (Medical Capabilities (MEDCAP) Exercises, Medical Central and Eastern Europe (MEDCEUR) Exercises, and MEDCAP Exercise MEDFLAG). Under the direction of USEUCOM, USAREUR executes bilateral joint and combined military medical exercises in Africa. Although these exercises usually consist of medical training for host nations' personnel and humanitarian civic assistance projects (for example, medical and engineering outreach projects), USAREUR's primary focus is the training and operational experience our troops get in support of humanitarian relief operations and humanitarian assistance-disaster response. These exercises will continue to be conducted in three phases lasting approximately 12 days.

(6) State Partnership Program (SPP). USAREUR is tasked to provide Title 10 support to State Army National Guard units conducting small unit events with their partnered European and African nations. SPP events can be scheduled in conjunction with other Pfp, ISO Pfp, or bilateral exercises USAREUR conducts with countries within the AOR.

(7) Exchanges and Project Partnership. While constrained by operational deployments and theater restructuring, Exchanges and Project Partnership continue to help develop relationships and enhance interoperability between the United States and its NATO allies. These programs, which are based on our NATO relationships, are adapting to significant changes, such as partnerships with new NATO members and the ongoing restructuring of the *Bundeswehr* and the Italian Army. The intent of these programs is to enhance operability with NATO allies by concentrating training activities to support the NATO-adopted DCI and to create a cohesive atmosphere between USAREUR and allied units.

(8) Bilateral Exercises. Bilateral exercises improve U.S. interoperability with partner nations through mutual understanding of national doctrine and JTTPs, and also provide readiness training for U.S. Forces. The USAREUR-Russian Ground Forces Exercise (TORGAU), which will be conducted in September 2006, is USAREUR's top priority bilateral exercise. I intend to conduct TORGAU annually to maintain momentum. TORGAU '06 will be executed as a combined, division level, computer assisted, command post exercise with JMTC as the C2 planning headquarters and a 1ID General Officer as the Exercise Director, in Russia. 1AD TAC CP could have a role in this exercise. 1-1 Cav, 1AD, will conduct concurrent field training with the Russian Ground Forces at the company/team level with its BFs and tanks. Immediate Response '06 will be a trilateral exercise with Bulgaria and Romania in July-August 2006.

USAREUR forces (Co (-)), under 1AD Brigade C2 will deploy to the Novo Selo training area, Bulgaria, and conduct a short duration (4-5 day) FTX/LIVEX with Bulgarian and Romanian forces. On completion, the combined force will conduct a wheeled vehicle road march to the Romanian Babadag training area to conduct additional field training. On ENDEX, USAREUR forces will redeploy to Germany. Exercise TORGAU '07 will continue to be executed as a combined, division level, computer assisted, command post and field training exercise at the company/team level. Russian Ground Forces will deploy a company/team with its full complement of combat gear to JMTC, Germany, for a 4-5 day exercise. USAREUR's goal is to have a U.S./Russian "smart book" that consists of common graphics, symbols, terms, and definitions that will be used during Ex TORGAU '06 / '07. Immediate Response '07 is forecasted to be a USASETAF-led 173d ABCT mass tactical airborne operation into the Wedrzyn/Drawsko Pomorskie training area complex (SEP 07). The 173d Abn Bde supported by TRANSCOM strategic and USAFE theater aircraft will potentially jump the entire brigade, and conduct a FTX/LIVEX exercise with their Polish partnership unit (Polish 6th Airborne Brigade).

k. Consequence-Management Training.

(1) General. Recent worldwide terrorist actions are current reminders of vulnerabilities and the possibility of similar attacks against our Soldiers, families, and installations in the USAREUR AOR. We must remain prepared to handle crisis incidents through the scheduling and execution of consequence management exercises throughout the AOR.

(2) Exercises. USAREUR will conduct major consequence management exercises, which must be integrated into the USAREUR Annual Exercise Program. In addition, IMA-EURO and tactical commanders must ensure that local consequence-management plans are exercised annually with required USAREUR forces-, interagency-, and host-nation involvement and participation. In coordination with IMA-EURO, senior tactical commanders must develop effective plans to train for and execute mass-casualty evacuations for many situations. These include man-made catastrophes, natural disasters, terrorist attacks, and other hostile acts. Training will be conducted and executed according to USAREUR Functional Plan 4345-03. Exercise GUARDIAN SHIELD 06 (GS 06) is a DTRA-sponsored, USAREUR-directed, -led, and -conducted exercise program developed to address significant shortfalls identified in the Office of the DOD IG Report # D-2004-082, 24 May 2004: "DOD Installation Preparedness and Consequence Management in the European Command." GS was conceived as an annual exercise program with multiple realistic CBRNE scenarios in geographically dispersed locations, integrating host nation response capabilities at the operational (GS CPX) level and in the ASGs at the tactical level. The GS exercise itself will alternate from CPX to SLCMS/TTX from year to year. The CG, USAREUR/7A, has designated the DCG/CofS as the Exercise Director. The GS series supports the Commander's GWOT priority by preparing select staffs and organizations to preserve the force and infrastructure in Central Region in the aftermath of a CBRNE event or man made or natural disaster.

(3) Force-Protection Training. Force protection remains a high priority for units in the European theater. Commands must understand and fulfill the training requirements related to the force-protection conditions. Make sure your Soldiers are fully screened, trained, and authorized to execute critical force-protection tasks according to AE Regulation 525-13 and Army in Europe Command Policy Letter 23. General-officer senior tactical/mission commanders provide the vital C2 link to ensure tactical-unit support is provided to installation force-protection requirements. Commanders of deploying units must integrate force-protection training into predeployment training plans. This training must include the tactics, techniques, and procedures necessary to ensure that our Soldiers respond in an appropriate manner to the broad range of situations they are likely to encounter.

I. Leader and Individual Training.

(1) Pre-Command Courses. All commanders from company/detachment level through brigade-level command and their NCOICs (First Sergeants and Command Sergeants Major) must (no exceptions) attend a USAREUR pre-command course before assuming their duties. These courses ensure leaders receive the best preparation possible for the most challenging and rewarding positions of their careers. The Combined Arms Training Center (CATC) website accessed at <https://trms.7atc.army.mil/> provides information about these courses.

(2) Rear-Detachment Commander Course. Every officer and NCO selected to serve as a rear detachment commander (RDC) or rear detachment noncommissioned officer in charge (NCOIC) at a brigade, battalion, or separate company will attend. The RDC Course is a resident course at the CATC in Vilseck, Germany. Designated individuals will attend the course 1 to 3 months before assuming RDC duties. They may assume duties before attendance only with the approval of the first general officer in their chain of command or a colonel in a brigadier general billet. If approved, the approving authority will ensure the individual attends the next available course.

(3) Sergeant's Time Training (STT). STT remains a key tool to develop junior leaders and is a cornerstone for individual task training. Commanders must dedicate and protect the time allowed for STT, to include sessions for low-density MOS (no more than twice per month). Army in Europe Command Policy Letter 7 and AE Regulation 350-1 provide guidance on my expectations for Sergeant's Time Training.

(4) Physical Fitness Training. Our GWOT missions illustrate the need to maintain a high level of fitness. We must move beyond the "Standard Three of the APFT" and train our Soldiers to excel in all operating environments and display the Warrior Ethos. My guidance in AE Regulation 350-1 includes foot marches and other combat zone conditioning exercises to accomplish this.

(5) Family Time. In accordance with Army in Europe Command Policy Letter 10, we must take care of our Soldiers. Soldiers spend most of their time carrying out a variety of military duties, but also need time to take care of personal business and time to spend with their families. To achieve this, Soldiers will be released at 1500 every Thursday. All military personnel, including commanders, will leave work. Exceptions will be made only for Soldiers who are required to meet security or guard requirements; staff hospitals, medical or dental clinics, and dining facilities; or provide other essential or emergency services. Commanders will designate alternate times off for Soldiers who are required to work during Soldier and Family Time. When major exercises are scheduled and holding Soldier and Family Time on Thursday is not feasible, senior tactical commanders can coordinate with tactical and base support commanders to determine the feasibility of scheduling this activity on another day. By considering individual needs of Soldiers and their families, commanders can use Soldier and Family Time to reduce time Soldiers spend away from their units and away from training.

(6) Redeployment, Reintegration, Reconstitution, and Retraining (R4). USAREUR OPOD 0001-05, Paragraph 3.B.2 (R4 Operations) and Appendix 1 to Annex C (R4 Model), and FRAGO 2 to USAREUR OPOD 001-05 detail how we reset the force by taking care of Soldiers and families first, equipment second, and training third. Leaders must understand this process and follow its rigor in task, purpose, and time. No one is authorized to modify or adjust this process without my authorization. This re-set effort requires that we reignite the warrior spirit in our Soldiers while ensuring they and their units are ready for future combat. The R4 process is Redeploy (safely return the unit to home station from the combat zone), Reintegrate (care for the human dimension: Soldiers and families), Reconstitute (account for and fix Soldier kit and unit equipment), and Retrain (prepare the Soldier and the unit for return to combat). USAREUR and other staff agencies have a range of supporting R4 documents. Of particular note are the G1 and IMA-EURO, which have the full range of detailed and helpful programs to guide our Soldiers, civilians, and families through the reintegration process. The “USAREUR Reintegration Model” briefing may be found at <http://www.per.hqusareur.army.mil/reintegration>.

(7) Sexual Misconduct Prevention Training.

(a) General. Commanders must ensure we maintain a safe and healthy environment for those in our charge. Leaders will refer to the USAREUR Sexual Assault Prevention and Response program available as a link from the USAREUR homepage: “Sexual Assault, Not In Our Army” at <http://www.per.hqusareur.army.mil/sexualassault/>.

(b) Victim Advocate Training. Battalion-level units will maintain two trained unit victim advocates. Communities will maintain trained sexual assault response coordinators, community victim advocates, and other support services, including but not limited to social workers, psychologists, chaplains, judge advocates, and law enforcement personnel. Our Soldiers and family members must be aware of the available services and the rights of victims.

(c) Prevention Training. The most critical phase is prevention. Training on the prevention of sexual assault will be part of inprocessing, annual unit training, leader development and professional military education programs, predeployment, and reintegration. Commanders will conduct effective and meaningful preventive sexual harassment training semiannually as prescribed by AR 600-20. In addition, commanders will conduct semiannual sexual-assault prevention training. Commanders must continue to train on the prevention of sexual misconduct while deployed.

m. USAREUR Lessons Learned Capabilities. USAREUR's Lesson Learned Office produces after-action reports (AARs) for major USAREUR training events and USAREUR operations in support of OIF / OEF. These AARs are archived and available through the USAREUR Lessons Learned operating system website (<https://www.g3ullos.hqusareur.army.mil>) and SIPR (<http://www.g3ullos.hqusareur.army.smil.mil>). Both websites link to Army-wide lessons archived at the Center for Army Lessons Learned (CALL), as well as NATO and joint lessons. The office's request for research (RFR) capability is another valuable reach-back resource. Units can send by e-mail (ullos@hq.hqusareur.army.mil or ullos2@dcops.hqusareur.army.smil.mil) or call in (DSN 373-5100/5099) their specific research requests and normally receive the information within 2 workdays.

10. Safety. Soldiers must be safe both at home station and when deployed. In order to ensure we set these conditions, we must aggressively embrace composite risk management every day. Commanders are responsible and first-line leaders are the decisive point in this effort. I want commanders to empower subordinates while holding them accountable for the safety of their Soldiers, crews, teams, and squads. Twice a year we publish seasonal Safety Campaigns (Winter and Summer) that provide guidance for educating our Soldiers, units, and families on hazards and risk-mitigation strategies. We also publish safety alerts as accidents occur to ensure the chain of command is fully aware of safety-related incidents, their causes, and potential mitigation means. Commanders must use the Composite Risk Assessment, the Cody Model and "Under the Oak Tree Counseling" to identify residual risk and stress the importance of safety with their Soldiers, civilians, and family members in all that they do.

a. Commanders will execute the USAREUR seasonal and holiday safety campaigns as vigorously as they execute their wartime missions. They will ensure their Soldiers complete all seasonal safety campaign training requirements. Information on the Winter Safety Campaign and the Summer Safety Campaign is available on the USAREUR Safety website at <http://www.per.hqusareur.army.mil/services/safetydivision/main.htm> or on the USAREUR homepage by clicking on the USAREUR Safety website link.

b. Aviation operations in particular involve an inherently higher risk than most ground operations. Commanders will ensure that all aircrew members are trained and certified according to the VCSA's aviation safety message as outlined in USAREUR Message #0502083.

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Commanders, supervisors, and safety managers at every level must comply with all policy related to aviation safety as defined in AR 95-1, AR 385-95, FM 3-04.300, Training Circular 1-210, and AE Regulation 350-1.

c. Before every ground and aviation training event, commanders will conduct composite risk assessments and take appropriate action to reduce risks and manage residual risk according to FM 100-14. Guidance for composite risk management is available on the USAREUR Safety website.

d. The DA Commander's Safety Course (CSC) is a 30-hour, web-based program of instruction that is critical to ensuring that commanders know how to apply the principles of risk management. Information and instructions on how to register for the course can be found at http://www.per.hqusareur.army.mil/services/safetydivision/cdr's_safety_course.htm. Company, battalion, and brigade-level command designees will complete the CSC before attending their USAREUR Pre-command Course.

11. Force Modernization. Enclosure 5 provides major force-modernization-related fieldings planned for the next 2 years. Specific guidance will come in the form of OPORDs and directives as they are published.

12. Conclusion. We are an Army at war. Our Nation is at risk and we have been called on to defend our Constitution. These are proud times for our Soldiers, civilians, and family members. We have made and will continue to make a positive difference for the future of our country. This is why we have an Army. Our children deserve our commitment and sacrifice to ensure their future. I look forward with confidence as we set conditions to continue our contribution to defeat our enemies in the GWOT. Let's keep moving into the future. Any Mission, Anywhere!

5 Encls



B. B. BELL
General, US Army
Commanding

1. USAREUR MTA Calendar
(https://trms.7atc.army.mil/site/library/lib_doc_download.asp?doc_id=2327)
2. USAREUR Master Plan (SIPR address is http://www.g3.hqusareur.army.mil/divisions/plansdiv/plans_shared_files/usareur%20master%20plan/current%20copy)
3. 7ATC School Schedule (https://trms.7atc.army.mil/tngspt/catc/atrrs/catc_atrrs_sched.asp?id=0)
4. Warrior Tasks and Drills
(https://trms.7atc.army.mil/site/library/lib_view_cat.asp?section=Warrior+Tasks+and+Drills&submit=Select)
5. Force Modernization Fielding
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